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The real core of the book, however, is not a survey of detailed policies but a plea for the common determination by employer and employees of the conditions of work and of production. Nor are the authors deceived into believing that these questions can be settled by the improvisation of a shop committee. They point out that the more basic problems cannot be solved by a shop organization alone but need to be determined for each industry as a whole. They argue, therefore, for industrial bodies representing both labor and employers and modeled upon the Whitley Councils. They point out, moreover, that in both shop and industry it is better to have the workers represented by their already existing unions than to attempt to set up independent organizations. Without blinking the many difficulties which arise in dealing with organized labor, they argue cogently that in the long run such a policy is economically advantageous.

Although not as incisively phrased or as brilliant as Sidney Webb's *Works Manager Today*, or Common's *Industrial Good Will*, this is nevertheless a good book in a field where good books are unfortunately rare.

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Labor and the Employer, By SAMUEL GOMPERS. New York: E. P. Dutton and Company. Pp. vi+320.

Labor and the Employer consists of a compilation of speeches, reports, writings, and testimony either of Mr. Gompers or those who have been associated with him and which he has adopted as coinciding with his views. Like any book of assembled quotations taken largely from one source and extending over a period of years, there is some waste due to overlapping and to the rephrasing but nevertheless repetition of ideas. The inconsistency which might be expected under such circumstances, however, does not appear, except for minor conflicts in logic, such as may be found in advocating the shorter workday first on the basis of the need of the worker for more recreation; secondly, because it would not decrease but rather increase production; and thirdly, if necessary to reduce the unemployment and the glut of labor on the market. And it is safe to say that Mr. Gompers' ideas always will be.

Mr. Gompers is a trade unionist with each letter of the phrase spelled in capitals. He witnessed the decay of the Knights of Labor. According to his observations, centralization of power in the hands of the

national body, a softening of purpose due to the fact that it took into membership farmers and small business men, and an attempt to remedy conditions through political effort were some of the more potent factors which wrought its end. The American Federation of Labor was not to risk the same failure. The methods of action were settled in the middle eighties, and to this day the American Federation of Labor has been consistent, and Mr. Gompers even more so.

It is unnecessary to point out that the materials present opportunity for controversy on the part not *only* of employers, but of dissenters among the American Federation of Labor. It has been ventured by some very worthy friends of labor that when Mr. Gompers has finished, the argument has just begun. But such comments are aside from the point. *Labor and the Employer* presents the orthodox as contrasted with the unorthodox and heterodox. It is trade unionism speaking through the lips of the man most qualified to speak, if age, experience, leadership, courage, and sincerity are the proper bases of qualification. To those who seek to grasp some of the inwardness of the unfolding labor movements of the day, and particularly to the employer who would like to know what the trade unionist's views are upon the subjects of employers and employers' organizations, the open shop, strikes, boycotts, arbitration, collective bargaining, profit-sharing and co-operation, the "true democratization of industry," and a host of related subjects touching the relationship of employer and employee, this book will prove especially useful.

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